

21 December 1984

MEMORANDUM FOR: Deputy Director of Information Services

FROM:

Human Resources Planning Staff

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SUBJECT: Profile of the MI Career Sub-Group

1. This paper provides a profile of the MI career sub-group and examines the career paths of MI employees. The review finds the MI sub-group to be astonishingly similar to the Agency in many respects but quite different from the Agency in other respects. There also appears to be considerable opportunity for lower-grade employees to advance within the office.

Methodology:

2. Several descriptive aspects of the MI career sub-group are necessary to develop a profile. Among those examined in this study are age and grade distribution, ratio of male to female employees, subcategory mix, grade by sex, occupational groups by sex, and various retirement projections data. Many of these factors are also given for the overall Agency for direct comparison.. Additional frequency tables are also provided which examine separation reasons and reassignments. All data used in the descriptive statistics and attached charts is as of 30 August 1984 unless noted elsewhere.

3. It is assumed that the most likely career paths that MI employees may follow are generally those experienced in the recent past. In our look at career paths we compared the occupational codes of those onboard on 30 September 1983 with those whose codes were different as of 30 August 1984. Although this "snapshot" approach is somewhat simplistic, it does, nonetheless, allow us to gain some insight into the general trends in internal assignments. From this we developed a flow chart which depicts the career paths these MI employees have followed.

Sex and Retirement Eligibles:

4. In many respects the MI career sub-group is very similar to the Agency as a whole. For example, there is almost an identical ratio of male-to-female employees (59 percent vs. 41 percent) as the the Agency. This is also the case with regard to the percentage of employees currently eligible for retirement which stands at approximately 7 percent.

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and apparently advance based on on-the-job experience and performance. The dominant pattern observed is one where an Info Control Clerk moves to a position as an Info Control Assistant as a technical employee and then a Records Admin Officer. Based on the experience of the period examined it may be assumed that the MI career sub-group overall needs may be adequately filled by relatively unskilled lower-grade employees who can acquire those specific skills necessary to perform the functions of higher-level positions. Those positions such as IO-Classification, Intel Analyst, or Management Analysts may require either direct hire from the outside or transfers into the office from other components.

MI Promotion Model:

10. A promotion model recently developed has been adapted for the MI career sub-group and may be used to show the effects that various alternative promotion policies may have. A policy which promotes 50 percent of MI employees who meet the average time-in-grade of those MI employees actually promoted in FY 1984 has been incorporated in the model as an example. The model then tracks at six-month intervals the available headroom, the number of employees eligible for promotion, and the number actually promoted for a period of five years.

11. Several assumptions made in the model are based on the best available data. For example, the separation rate and hiring rate for each grade are based on actual FY 1984 experience for MI. Each of these factors as well as any anticipated ceiling increases may be changed in the model to meet your requirements. The attached sample charts illustrate the effects of continuing a promotion policy as that outlined above. Using this strategy, we find at Time 0 (beginning of FY 1985) that available headroom far exceeds the number of employees eligible up to about GS-13. At GS-13 and above headroom begins to tighten. After following this policy for five years, we find a slightly less available headroom at nearly all grades; but headroom still exceeds the number who meet the specific time-in-grade criteria chosen again up to about GS-13. The promotion model provides a "what-if" capability that allows us to examine the long-term effects that any given policy will likely have.

Conclusion:

12. The purpose of this review was to provide a good basis and starting point for simulation modeling on behalf of the MI career sub-group. It serves to pull together a variety of descriptive statistics which have been compared to the Agency as a whole for perspective. Overall, the sub-group is made up of a higher proportion of younger, lower-grade, less-educated employees who have opportunity to acquire the necessary skills and advance without any apparent barriers of subcategory or formal college education. Our efforts to examine career paths can obviously be expanded once the information and approach are agreed upon.



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Age & Grade Distribution:

5. There are also many areas where there exists large differences in the makeup of the MI sub-group when compared with the Agency profile. The MI sub-group has a considerably higher percentage of employees under the age of 30 than the Agency as a whole. Approximately one-third of all MI employees are in their twenties. As might be expected, the grade of an employee tends to increase as age increases. Thus in line with a younger population the grade distribution is considerably lower than the Agency average. For example, in MI there are no employees under the age of 30 who are above a GS-09. The MI sub-group percentage of employees up to GS-09 is considerably higher than the Agency, and conversely at every grade above GS-09 the MI sub-group has a lower percentage. [REDACTED]

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Subcategory by Age Group:

6. The MI career sub-group has a very even spread among the three subcategories with 34 percent clerical, 30 percent technical, and 36 percent officer. While these subcategory labels may not necessarily be considered in determining career progression, there is a direct correlation between subcategory code and age. Nearly 70 percent of clerical employees are under the age of 35. This compares with only 12 percent of officers under 35. While technical employees are spread a little more evenly, 58 percent are under 35 following a similar pattern as clericals.

Separations:

7. Retirement is the leading reason for separation and accounts for a little over 57 percent of all MI separations. This compares with approximately 37 percent for the Agency as a whole. Over the last several years only a few individuals have left for financial, advancement, or career change. Although not overly significant, there were two employees fired during FY 1984, three were fired in FY 1983, but not during FY 1980-82.

Trend in Reassignments:

8. The MI career sub-group has experienced a net outflow of employees due to reassignments with the Agency. [REDACTED]

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[REDACTED] These losses together with separations from the Agency put additional emphasis on the need for additional hires from the outside.

Career Paths:

9. While some of the officer positions are usually filled with employees who are already officers, there is a great deal of movement and flexibility afforded aspiring clerical and technical employees. In general, the study reveals the vast majority of these employees have only a high school education

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